

## PERSONNEL MANAGEMENT CONCERNS

Several decisions must be made relative to Agency policy before specific personnel program adjustments are considered.

### 1. Office of Personnel Policy

Should personnel policy be separated from personnel administration?

Should OP serve directly under the DDCI?

### 2. Data Base Problems

In the absence of adequate means to develop (on a timely basis) information needed for the proper monitoring and control of personnel management practices OP is likely to be "a dollar short and a day late".

### 3. Adherence to the Classification Act

It is highly questionable whether the Agency can continue to try to amalgamate or pursue two rather incompatible personnel systems, i.e., rank in the man vis a vis rank in the position. Continuing the present approach in the light of the fact that the Agency is no longer "set apart" as it once was from the rest of the federal establishment could well perpetuate many current problems and inequities.

### 4. Other Considerations

Certain personnel management tools now in Agency use are not easy to categorize as to their validity or their significance, e.g., APP, PDP, PME surveys, Career Board and Panels etc. The intelligent application of these tools, the respect they are afforded, and the faithfulness or diligence with which they are pursued and followed up go a long way in determining their value.

The formal support structure of the Agency particularly as it relates to personnel matters should be re-evaluated. The wisdom of the continued independence of training, personnel and medical services in the Agency is questionable.

The question of Agency staffing resulting from organizational changes contemplated for the near term must be addressed before reliable and meaningful career management programs can be developed. The evidence at hand suggests that manpower utilization in some parts of the Agency (particularly DDO) leaves something to be desired. Strength levels and the occupational mix must be set with some confidence for the long term before employee career development and counseling efforts prove especially fruitful. In this regard it should be of benefit to the Agency to press the President to sign an Executive Order giving Agency personnel (after the trial period) ready acceptance in the Federal competitive service at large. This act would permit much more lateral flow of skills in and out of the Agency at much higher levels and enable Agency employees in particular to consider transfer as well as retirement options when the occasion arises.

Career management in the Agency should be in harmony with the system used by the Agency in staffing and promoting its employees. Present practices are not successful in serving the hybrid system the Agency currently pursues in managing its personnel. The inadequacy of the fitness report in serving the competitive evaluation process is but an example of the frustrations now experienced by both management and employees. The fitness report is not constructed to serve in lieu of qualification standards nor as a certification of skill levels, etc. These are necessary to any merit system involving personnel competition and evaluation. Employees are not nearly as inclined to dispute the fitness report, per se, rather its inappropriate use for competitive evaluation purposes.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Plans Staff, OP  
1006 AMES

EXTENSION

NO.

DATE

21 July 1977

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/Pers - P&C

2. DD/Pers

3.

4. D/Pers

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After further discussion with Larry, neither of us feels there is much serious likelihood of being above ceiling at yearend, therefore we think controls should be quite flexible. The more boxes we make (each Directorate, each month), the more are likely to be less than full.

The most important result of this draft memo is that it really makes a reallocation of ceiling for yearend. To do the job right, Comptroller should make a corresponding adjustment of funds for personal services.